PSDR Pilot AAR Lessons Learned

1. PSDR Transformation requires local Leadership.
    -Recommendation: Chain of command designate G1 or Installation AG to coordinate and execute PSDR ICW the SSI NOTT.
    -**Lead: Unit Cdr; IMA-HR, Unit G1/Installation AG**
    -Assist: HRC CD&ID

2. Units and agencies unclear on functions they are to perform.
    -Recommendation:
        --NOTT provide detailed list of all functions performed by Installation MPD, G1, BDE and BN.
        --NOTT ensure functions performed at appropriate level. NOTE: MPD responsible for supporting all Non-PSDR organizations to include records, personnel actions, etc., ICW the Garrison Cdr.
        --(SSI?) incorporate appropriate and detailed levels of responsibility at each level into FM 1-0.
    -**Lead: SSI**
    -Assist: IMA-HR; HRC CD&ID

3. Blackout (Reset) period not used properly.
    -Recommendation: Develop a Synch/Execution Matrix that backward plans training, reset periods, transfer of responsibilities from the PSB and G-1 to the BDE and BN level as well as from the G1 to MPD. Synch/Execution Matrix should be tied to training specific tasks and functions with a detailed task completion status prior to TOA. All systems and processes must remain in place with functional proponent until the NOTT certifies the gaining unit or agency is prepared to assume the responsibilities.
    -**Lead: SSI NOTT; HRC-FSD**
    -Assist: HRC DCSPLANS, CD&ID

4. Cross-leveling experience.
    -Recommendation: Ensure Soldiers are cross-leveled, assigned and reassigned into levels IAW their strengths and experience.
    -**Lead: SSI NOTT; HRC OPMD, EPMD; IMA HR/Unit G1**
    -Assist: HRC CD&ID

5.   Training conducted in 2-3 day blocks each month was insufficient.
      -Recommendation: Establish a Mobile Training Team to facilitate the transition; conduct training; develop the Synch/Execution Matrix, Program of Instruction, and Method of Delivery; liaison with Staff Components at HQDA G1, SSI, AHRC functional proponents/branches, IMA, FORSCOM and Units.
      -**Lead: SSI NOTT**
      -Assist: IMA-HR; HRC CD&ID

6.   Insufficient Personel Automation Center (PAS) level training for 42F.
      -Recommendation: The G1 and PSB must assess this area prior to conversion. If the expertise does not exist on the installation, the NOTT must bring in personnel from Field Systems Division, HRC to conduct training. If the installation has the expertise, the G1 should implement a local training plan/certification for the 42F and their supervisors. Training must include establishing, maintaining, and being proficient on eMILPO, eMILPO Data Store, EDAS, TOPMIS II, MS51, and DATAQUERY accounts, demonstrating proficiency with the EPASS-R tool, eMILPO reports management, PAI procedures, and resolution of common error notices.
      -**Lead: Division G1; Cdr PSB**
      -Assist: SSI NOTT; HRC FSD

7.   Establishing and maintaining HR automation systems access is challenging and critical to success.
      -Recommendation:
            -During the reset period and <u>prior to training</u>, a team comprised of HRC, BDE S1 personnel, the local DOIM or unit S6, and NOTT members must ensure systems at the unit are loaded with the proper certificates and software and that IP addresses have been registered with PERNET. The NOTT must set the conditions for immediate access and system's use following training. Training must include at a minimum, 8 hours of EDAS/MS51/DATAQUERY training, 8 hours of TOPMIS II training, and 4 hours of eMILPO training. The training must be conducted in a computer classroom on systems that can access these HR systems. Additionally, each individual must be pre-certified to have the proper system access, permissions, and privileges required of their duty position.
            -49R's (access requests) must be completed and processed as early as possible.
            -Security clearances (interim if necessary) must be completed and processed as early as possible.
            -Installation MPD should enable BCT/Bde S1 system administrators the ability to create System Administrator accounts. This will allow units to expand systems access capabilities and limit unit reliance on support from outside agencies. Enable BCT systems administrator with the ability to change and update accounts in CITRIX, TOPMIS, EDAS, and PERNET.

-AG School/HRC should provide a "smart sheet" for the units that details what systems they should have, recommended access rights (by position), and how-to on gaining accesses.

-Assign BCT S1 personnel as BCT/Bde level TASOs and assistant TASOs. TASOs are essential in coordinating with HRC in establishing and activating accounts for HR soldiers assigned to their respective BCTs.

-Lead: HRC FSD; SSI NOTT; PERSINSD (systems access)
-Assist: IMA-MPD; HRC EPMD, OPMD

8. <u>Military Personnel File (MPF) handover must be a planned event.</u>

-Recommendation: Future iterations of PSDR implementation must include a detailed annex / order that lays out the procedures and responsibilities for MPF transfer. The order must include purging of records IAW MILPER Message 04-321. Handover must occur after the units have received training on updating and validating the DD93 and SGLV and training on the maintenance of official personnel records.

-**Lead: FSD**
-Assist: HRC CD&ID

9. <u>Unit visit to HRC is productive</u>.

-Recommendation: Units should program funds for a trip of this nature and it should occur as soon as possible following the training phase. The visit should include briefs on how the requisition and assignment process works for officer and enlisted personnel, introductions to FSD, eMILPO help desk, EDAS, and TOPMIS II personnel that work training and system accesses, and the TAG. Recommended attendees are: BCT/BDE S1, BCT/BDE WO Tech, BCT/BDE officer strength mgr, BCT/BDE enlisted strength mgr, BCT/BDE CSM and XO.

-Lead: Units
-Assist: SSI NOTT; HRC EPMD, OPMD, TAG, FSD

10. <u>Required - communications training for CAISI client module and the VSAT satellite system.</u>

-Recommendation: Future implementations must include training on establishing connectivity into the network with these systems and/or verification that S1 personnel will receive training from the DA fielding team.

-Lead: SSI
-Assist: HRC PERSINSD, CD&ID

11. Reports management inconsistent.
-**Recommendation:** The NOTT must have personnel expertise in all areas of S1 operations to handle issues/concerns on processing or system procedures not associated with PSDR. This expertise gives the team greater credibility and shows the host unit that they can rely on the team to help solve a myriad of issues. Regulations and procedures need to be changed to change to accommodate PSDR. For example AR 630-10 states unit commanders will forward the DFR packets "through their supporting PSC" and the Installation Deserter Control Officer will verify the accuracy and complete preparation of DFR documents for dispatch to USADIP.
-**Lead: SSI NOTT; IMA-HR**
-**Assist: HRC CD&ID**

12. Stabilization of soldiers in the unit S-1s is essential.
-**Recommendation**: Units and HRC should stabilize the key leaders and technicians within each S1 as soon as possible.
-**Lead: HRC EPMD, OPMD**
-**Assist; SI NOTT; HRC CD&ID, DCSOPS**

13. Shifts in Personnel Readiness Reviews (PPR) and Functional Proponency.
-**Recommendation:** As part of the PSDR implementation, the "losing" agency is responsible for training the "receiving" agency on all management and reporting requirements (e.g. Division Personnel Readiness Reviews).
-**Lead: Parent units; SSI**
-**Assist: G1; HRC OPMD, EPMD, CD&ID**

14. TOE documentation can not change fast enough.
-**Recommendation:** Intensive management of documentation must continue throughout process.
-**Lead: Army G3, G1 PERSSO**
-**Assist: HRC CD&ID**

15. Warrant officers maintained active communications.
-**Recommendation:** Lead agent (G1, AG, etc.) should facilitate/encourage similar communication forums. Additionally, during the time the PSDR team is on the ground, a recurring, formal meeting with BDE/BCT warrant officers is critical. This meeting should focus on identifying and solving systemic issues and can serve as a forum to share best practices.
-**Lead: Unit G1s/S1s; IMA-HR; Installation MPD**
-**Assist: SSI NOTT; HRC CD&ID**

16. Sourcing of Personnel Service Detachments (PSD) for OIF/OEF requires proactive coordination with FORSCOM.
      -Recommendation: Army G3 and FORSCOM G3 must be involved in the implementation plan to preclude future deployment tasking disconnects.
      -Lead: HRC CD&ID; Army G3 O&I ; FORSCOM G1
      -Assist: HRC DCSOPS

17. Division of strength management responsibilities between BCT/Bde S1s and G1 unclear.
      -Recommendation:
        --NOTT must assist G1, S1, and Commanders to understand their new roles and responsibilities.
        --With new systems capabilities at BDE/BN S1 section and new strength management processes delegated to BCT level, units should be able to query gains/loss data. This action will allow units to rapidly move towards independence on HR responsibilities, improve S1 visibility on gains and losses to their specific BCT DSML, and minimize reliance on Division G1 once PSDR transition is complete. BCTs must actively pull their own gains rosters.
        --The transition of strength management from the G1 to BCT/BDE S1 must also be a formal transition event. The G1 should maintain the function until the BDE demonstrates it is capable of performing all functions.
      -Lead: SSI NOTT; Unit G1
      -Assist: EPMD, OPMD

18. Units were unprepared for the increase in S1 personnel.
      -Recommendation: During the orientation stage of the PSDR implementation, each unit should begin planning for the additional personnel and, at BCT/Bde level, storage for the Military Personnel Files.
      -**Lead: Units**
      -Assist: IMA, Garrison Commander; HRC CD&ID

19. S-1 Soldiers need/desire additional training.
      -Recommendation:
        --Refine and conduct a Bde/BN S1 Course at the Soldier Support Institute.
        --Integrate S1 tasks/training into the existing 42A/B programs of instruction at the AG School and NCOA.
        --Implement sustainment training at the installation managed by the G1 and/or MPD.
      -Lead: SSI
      -Assist: SSI NOTT; HRC CD&ID

20. <u>Many S1 sections have no Standing Operating Procedures.</u>
  -Recommendation:
    --SSI should collect best practices and post a "living" SOP accessible by all S1 personnel (via S1 Net).
    --S1's at each installation need to share SOPs, best practices, operating procedures, etc.   A G1 or MPD hosted forum can support this interaction.
  -Lead: SSI; Unit G1s/S1s; IMA MPD
  -Assist: SSI NOTT; HRC OD&ID

21. <u>Local implementation of policies, and procedures is inconsistent.</u>
  -Recommendation: S1s develop procedures for monitoring, acquiring, and distributing information and use the Commanders and CSMs as aides to get necessary time and participation in Bn level training as well as assistance in implementing new policies and procedures. Register with the S1 Net.
  -Lead: Unit G1s/S1s; IMA-MPD **NO ACTION: UNIT ISSUE.**
  -Assist: SSI NOTT

22. <u>PAS Operations.</u>
  -Recommendation: All eMILPO procedures pertaining to PAS support to the modular force needs to be reexamined by Field Systems Division.
  -Lead: HRC FSD
  -Assist: SSI NOTT; HRC OD&ID

23. <u>Weekly Teleconference Calls.</u>
  -Recommendation: This forum is an excellent tool to maintain momentum with all involved parties. Future iterations must include a similar process to keep all informed.
  -Lead: HRC OD&ID; SSI NOTT; IMA-HR
  -Assist: HRC VTC Dept

24. <u>Personnel Policy changes or amendments must not get tied up in bureaucracy throughout the transition period.</u>
  -Recommendation: Policy delegation should remain with CG SSI during the implementation phase of HR transformation. The NOTT has the responsibility to draft any required policy changes and submit to CG SSI for review and decision.
  -Lead: CG SSI, SSI NOTT
  -Assist: G1 DMPM; HRC OD&ID